



PROCUREMENT &
SUPPLY CHAIN SERVICES

Supply Chain Resilience in Action



KEY INSIGHTS

- **Disruption is structural:** Resilience is no longer a contingency plan, it's a baseline requirement for performance in global networks.
- **Visibility is table stakes:** The differentiator is decision velocity, how quickly teams can translate signals into actions across procurement, planning, and logistics.
- **Resilience must be operationalized:** Without playbooks, decision rights, and an execution engine, resilience stays stuck in dashboards and risk registers.
- **Optionality beats stockpiling:** The most resilient supply chains don't "buffer everything" on the balance sheet, they build qualified supplier and logistics options they can activate when disruption hits.
- **Inventory alone is an expensive illusion:** The most resilient supply chains use targeted buffers, qualified options, and scenario-driven governance, not blanket redundancy.
- **AI only works with the right data fabric:** Predictive insight depends on harmonized data, governance, and feedback loops that improve decisions over time.
- **Operational gains are measurable:** When capabilities are embedded end-to-end, organizations can reduce disruption-driven cost, improve productivity, and protect service levels, without inflating working capital.



1.0 | Executive Summary

The past five years have marked the most disruptive period in modern supply chain history. Pandemics, geopolitical tension, trade friction, climate-driven events, infrastructure shocks, and supplier instability have converged to create a new baseline: volatility is structural.

In this environment, resilience cannot be reduced to inventory buffers or a one-time risk initiative. Resilience must function as an operating model: **a continuous loop that senses change, evaluates trade-offs, executes quickly, and improves with every cycle.**

With more than 60 years of practitioner expertise, **Jabil Procurement and Supply Chain Services** brings these capabilities together through a global portfolio of tailored, end-to-end procurement, supply chain, and market intelligence services, ranging from targeted advisory and consulting engagements to large-scale transformation programs and fully managed operations.

As a single, global partner, Jabil supports resilience across the full supply chain lifecycle, aligned to customer maturity and priorities, and underpinned by global scale.

Advanced data and AI capabilities, powered by **ID8** (Jabil's joint venture with Cyferd), further enhance visibility, enable predictive insight, and support faster, more adaptive decision-making.

Jabil's Supply Chain Scale



100+
locations



25 countries



\$25B
annual procurement spend



38,000
supplier relationships

1.1 Why Resilience Fails in Practice

Most organizations aren't struggling because they lack effort, they are struggling because resilience is treated as an initiative, not a system.

When disruption hits, teams often default to:

- Escalating to expediting rather than reconfiguring supply
- Local optimization (procurement vs. planning vs. logistics)
- Late-stage escalation with unclear decision rights
- Dashboards that describe what happened, without driving what to do next
- Defaulting to inventory buffers to protect service levels, even when supply is constrained and working capital is under pressure

PAIN POINTS AT A GLANCE

**Fragmented visibility:**

critical signals trapped in functions, tiers, or tools

**Reactive management:**

short-term fixes that raise long-term cost

**Limited optionality:**

alternates exist on paper, but aren't qualified or ready

**Slow decision velocity:**

trade-offs unclear; approvals inconsistent

**Supplier dependency:**

single points of failure hidden in multi-tier networks

**Execution gaps:**

playbooks exist, but aren't embedded into workflows

2.0 | What Supply Chain Resilience Really Means

Resilience is often misunderstood as redundancy. In reality:

Supply chain resilience is the ability to maintain and restore target performance levels, service, cost, quality, and compliance, when conditions change.

That requires more than seeing disruption. It requires the ability to decide and act faster than disruption spreads.

2.1 Redundancy vs. Agility vs. Resilience

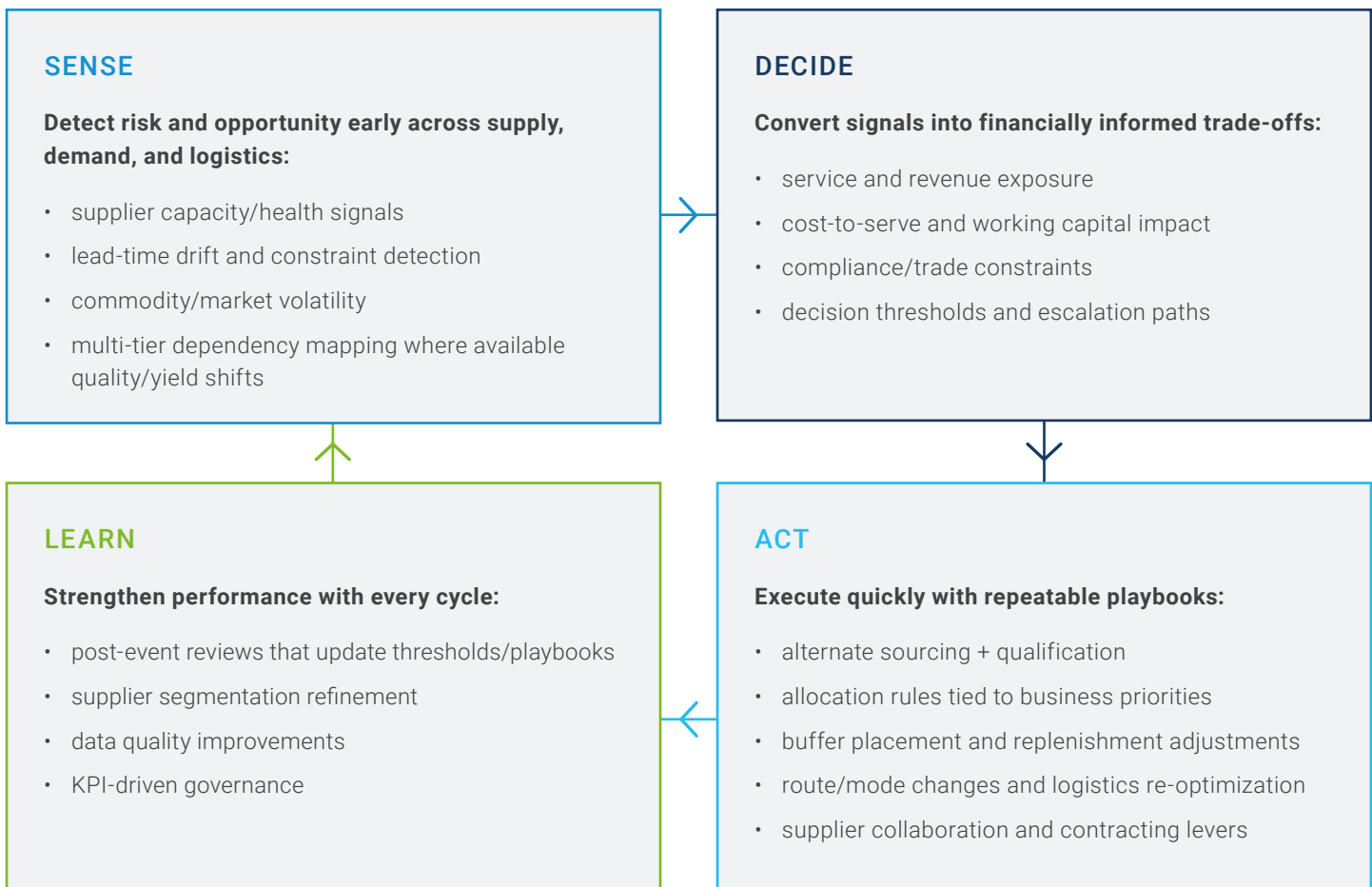
REDUNDANCY	AGILITY	RESILIENCE (THE GOAL)
What it is: extra inventory, capacity, suppliers	What it is: ability to shift quickly (routes, suppliers, plans)	What it is: a managed system that combines visibility, decision intelligence, and execution
Strength: protects availability	Strength: rapid response	Strength: protects performance under stress, without runaway cost
Trade-off: expensive if not targeted; can mask root causes	Trade-off: requires governance + qualified options	Trade-off: requires operating model change, not just tools

3.0 | The Jabil Resilience Model: From Signals to Action

Most organizations already have many of the tools associated with resilience, supplier scorecards, risk platforms, planning systems, and logistics portals. The gap isn't ownership it's capability: connecting signals across functions, translating insight into decisions, and executing consistently through defined processes, roles, and expertise.

Jabil operationalizes resilience through a closed-loop operating system:

3.1 The Resilience Loop



3.2 Technology & Intelligence Ecosystem

True resilience requires intelligence that can predict, adapt, and act, without waiting for perfect information.

- **Market & supply intelligence:** signals that identify shifting constraints and emerging risks
- **Data foundation:** harmonized data, governance, and trusted KPIs across functions
- **Decision intelligence:** scenario modeling and “what-if” simulation to test options before committing
- **Digital enablement:** AI-supported visibility and insight through **ID8**, accelerating detection and decision-making
- **Execution integration:** workflows that push decisions into procurement, planning, supplier actions, and logistics operations



4.0 | Resilience in Action (Three Scenarios)

Across industries, disruption types differ, but the failure modes are consistent. The organizations that outperform have pre-defined actions, clear decision rights, and built-in optionality, qualified suppliers, logistics paths, and execution plans they can activate quickly.

4.1 Scenario: Geopolitical shock disrupts a critical supply lane

Common failure mode: Scramble for alternates, pay premiums, lose allocation.

Resilience response:

- pre-qualified alternates by commodity/region
- allocation rules tied to service criticality
- trade/tariff-aware sourcing decisions
- rapid contracting levers (volume shifts, prioritization)

IMPACT (TYPICAL):

**FEWER EXPEDITES, FASTER
STABILIZATION, IMPROVED
CONTINUITY OF SUPPLY.**

4.2 Scenario: Climate-driven events create rolling logistics constraints

Common failure mode: Escalating to premium freight rather than reconfiguring logistics.

Resilience response:

- trigger thresholds based on lead-time drift and service risk
- targeted inventory placement for “must-not-stop” SKUs
- multi-modal playbooks and contingency routing
- network rebalancing and postponement strategies

IMPACT (TYPICAL):

**REDUCED DISRUPTION COST, MORE
STABLE SERVICE PERFORMANCE,
LESS OPERATIONAL WHIPLASH.**

4.3 Scenario: Traceability & supplier governance becomes a constraint on supply

Common failure mode: Compliance bolted on late, data incomplete, supply delayed.

Resilience response:

- supplier data strategy (required fields, validation, ownership)
- risk-based prioritization of suppliers/commodities
- multi-tier governance playbooks, where feasible
- digital workflows that reduce manual burden while improving audit readiness

IMPACT (TYPICAL):

**FEWER LAST-MINUTE BLOCKS,
BETTER SUPPLIER RESPONSIVENESS,
FASTER DOCUMENTATION CYCLES.**

5.0 | Build vs. Buy: Selecting the Right Resilience Partner

Selecting the right partner is not about outsourcing tasks; it’s about integrating strategy, technology, and execution under one operating system.

For many organizations, the choice is:



BUILD: MAINTAIN CONTROL, BUT
OFTEN STRUGGLE TO SCALE
CAPABILITIES ACROSS REGIONS,
TIERS, AND FUNCTIONS

OR



BUY/PARTNER: ACCELERATE MATURITY
BY LEVERAGING AN ESTABLISHED
OPERATING MODEL, GLOBAL REACH,
AND EMBEDDED EXECUTION

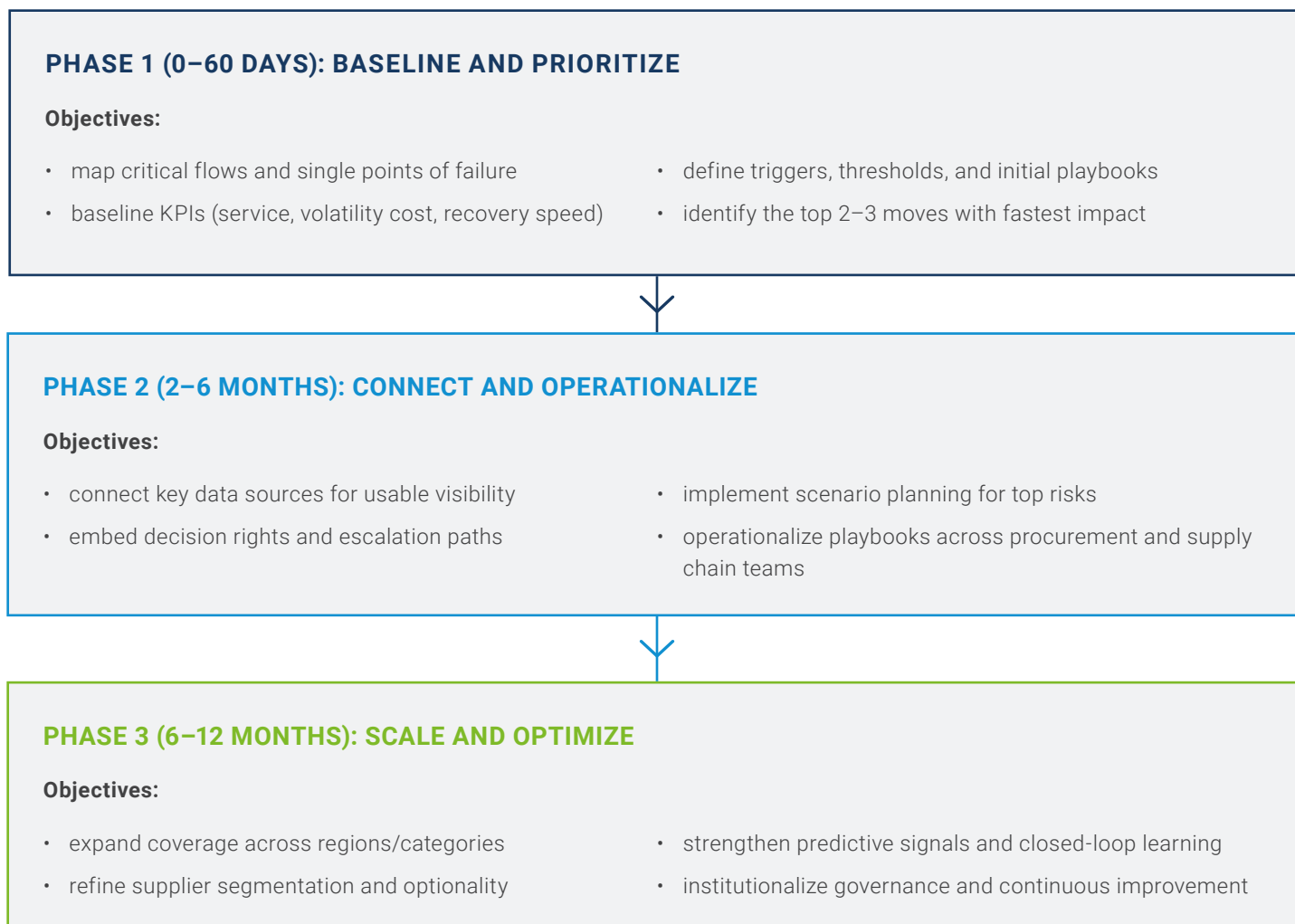
5.1 What to Look for in a Resilience Partner

END-TO-END INTEGRATION	Connect procurement, planning, and logistics through one operating rhythm, so decisions aren’t made in silos.
TECHNOLOGY MATURITY	Enable scenario modeling, predictive insight, and workflow execution, not just reporting.
EXECUTION CAPABILITY	Provide the people and process engine to operationalize playbooks consistently across regions and categories.
GLOBAL SCALE WITH LOCAL FLUENCY	Deliver continuity across geographies, suppliers, and regulatory environments.
DATA QUALITY & GOVERNANCE	Ensure trusted metrics and secure data practices to support AI-enabled decisioning.
CONTINUOUS IMPROVEMENT MODEL	Operate resilience as an evolving, proactive capability, not a one-time transformation.

For additional information, visit pscs.jabil.com

6.0 | Implementation Roadmap & KPIs

Resilience is built in phases: connect signals, embed decisions, scale execution.



6.1 Key Performance Indicators

Service performance: OTIF / fill rate under disruption

Speed: time-to-detect (TTD), time-to-recover (TTR)

Volatility cost: expedite ratio, premium freight, disruption-driven cost

Supplier reliability: capacity adherence, quality, responsiveness

Working capital: targeted inventory effectiveness (where it matters, not everywhere) Planning accuracy: forecast error reduction for constrained items (where applicable)

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7.0 | The Path Forward: Building Supply Chains That Adapt

Supply chains are entering a new era defined not by linear movement, but by managed adaptation. The organizations that lead the next decade will be the ones that operationalize resilience as a system: sensing change early, deciding quickly, executing confidently, and learning continuously.

Experience Resilience in Action

Jabil Procurement and Supply Chain Services helps global enterprises move beyond reactive response toward structurally resilient supply chains, combining practitioner expertise, global scale, and advanced data/AI capabilities through ID8.

“When products are engineered around narrow supplier sets, rigid geographies, or transactional relationships, the outcomes are largely predetermined before disruption even occurs. Inventory and contingency planning may absorb impact, but they cannot recreate flexibility once market constraints appear.”

“The supply chains that perform consistently are intentionally designed with optionality. They are anchored in trusted supplier relationships, informed by foresight into policy and market shifts, and supported by people, processes, and technology designed to adapt as conditions change.”